

Department Standards Committee

CHRONOLOGY

- February 1994, the Secretary of Energy creates the DOE Department Standards Committee (DSC) to define the criteria for a department-wide standards program.
- During the middle of 1994, the DSC works with Headquarters, Field, and Contractor organizations to define the criteria needed to accomplish standards-based work.
- August 1994, the Committee approves and the DOE Office of Environment, Safety and Health issues, the *Criteria for the Department's Standards Program* (DOE/EH/-0416).
- The Committee establishes a number of Standards Process Action Teams (SPATs) and Focus Groups to develop components of the DOE-wide standards program. SPAT 3/4 develops a process for identifying, confirming, and approving Necessary and Sufficient sets of standards for a defined scope of work.
- February 1995, the Committee accepts a draft form of the process and prepares to test it in the field.
- Nine Pilot demonstrations are selected from DOE sites all over the country to test the process under a wide variety of conditions.
- March 1995, the Secretary of Energy commits to Congress that DOE will institute a "necessary and sufficient" process for identifying Environment, Safety and Health standards for performing the work of the Department.
- More than 2000 senior DOE and DOE contractor managers, scientists, engineers, and technical specialists are trained on the process.
- During the middle of 1995, SPAT 1 develops an Integrated Standards Based Management Concept and assists the Laboratory Working Group to develop the Lab Integrated Standards Based Management approach.
- By late Fall 1995, the Pilot demonstration program has clearly proven the value and robustness of the process.

- November 1995, Ownership of the Work Smart approach is assumed by the field and a DOE Notice (N450.3) is developed to guide transfer of ownership to line managers. The DSC retained responsibility for maintaining the training program, for supporting coaching teams and for monitoring the integrity of the Department-wide applications.
- By the end of 1995, experience amassed from the Pilots also shows that the process empowers workers, managers, and stakeholders.
- January 25, 1996, the Secretary of Energy formalizes the process by issuing three documents: Policy DOE P 450.3, *"Authorizing Use of the Necessary and Sufficient Process for Standards-Based Environment, Safety and Health Management"*; Notice DOE N 450.3, *"Use of the Necessary and Sufficient Process"*; and Manual DOE M 450.3.1, *"The Department of Energy Closure Process for Necessary and Sufficient Sets of Standards."*
- February 1996, the role of the DSC in supporting development of Integrated Safety Management is formally established and formal involvement of the Defense Nuclear Facilities Safety Board is initiated.
- In early Spring of 1996, the Secretary of Energy approves a second, larger round of applications to communicate her continuing strong sponsorship of the Closure Process.
- In the middle of 1996, the DSC establishes three new Action Teams to strengthen understanding of the Closure Process and to provide technical support to the DOE Integrated Safety Management Team.
- May 2, 1996, DSC conducts a workshop: "Lessons Learned from Pilots: Feedback from the Field."
- At the May 1996, meeting of the DSC, the Secretary of Energy officially names the products of the process "Work Smart Standards" and honors more than 160 DOE and Contractor personnel who are helping to make Work Smart Standards a DOE reality.
- October 9, 1996, DSC receives Vice President Gore's Hammer Award from the National Performance Review for developing the Work Smart approach.
- January 1, 1997, DSC receives the Secretary's Award for outstanding teaming accomplishment in developing the Work Smart approach.

- March 18, 1997, DSC initiates three new SPATs: SPAT 14 on Communication, SPAT 15 on Assessment and Feedback, and SPAT 16 on Integration. The Committee's previous work addressed the first four functions of Integrated Safety Management. The three new SPATs are intended to complete the DSC's goal of providing useful information to the Department on the complete Integrated Safety Management model.
- Agreements were reached that the new work of the DSC is in full support of Integrated Safety Management.
- August 14, 1997, The DSC establishes an additional focus for its contributions to the Department. As articulated by the Chair: as the mission, budget and staffing of the Department continue to change at a rapid rate, better systems are needed to analyze current circumstances and portray realistic future scenarios. Through Work Smart the Department has learned that work focused planning and decision making involving managers, workers and technical specialists is the successful management approach for DOE's new realities. Key to managing in an environment of continual change is development of new understandings and approaches for effective information flow. The study of effective information flow is an important focus of the DSC. This focus is included in the work of SPATs 14 (Communication), 15 (Assessment) and 16 (Integration).

September 17, 1997 The DSC initiates its new focus on understanding effective information flow through conducting a Lines of Understanding Symposium.